

APPENDIX E
SEARCH AND SELECTION TASK FORCE

Task force members

- Edward Drummond, UUP East Campus
- Luis DeOnis, University Hospital Human Resources
- Lynn Johnson, Human Resource Services
- Aldustus Jordan, Black Faculty and Staff Association, School of Medicine
- Christina Vargas Law, Office of Diversity and Affirmative Action
- Gary Mar, Asian American Faculty Staff Association, Philosophy
- Elizabeth McCoy, Labor Relations
- Faith Merrick, University Hospital Human Resources
- George Meyer, President's Office
- Joan Miyasaki, Asian American Faculty Staff Association, Undergraduate Biology
- Anne Murphy, Office of Diversity and Affirmative Action
- Lynda Perdomo-Ayala, Union Universitaria Latino Americana, Pharmacology
- John Schmidt, UUP West Campus
- Rebecca West, Human Resource Services

Objectives

The search and selection task force was charged with examining the following issues:

1. How can we improve the timeliness of the search process from job development to hire?
2. Are we effective in recruiting underrepresented candidates?
3. How can we establish best practices in recruitment, equal opportunity, achieving affirmative action goals, and achieving greater diversity that Stony Brook uses as a model?

Benefits of enhancing system

Meeting organizational and departmental needs by:

A. Increasing efficiency

- Decrease length of job development, search and selection, and approval cycle.
- Create a concise and consistent university-wide plan for job development, recruitment and approvals.
- Reduce bureaucracy – “one stop shopping” for job development, recruitment needs. Expert assistance throughout the process.
- Utilize a smaller pool of professional, knowledgeable, central office employees to assist and monitor recruitment activity in lieu of the local AA/EEO committee.
- Provide a consistent, well defined roadmap for department to use in recruitment process and communicate recruitment requirements clearly and directly, with university-wide guidelines, standards and expectations.
- Provide the training and internal and external resources necessary to assist in a successful hire.
- Significantly ease the record keeping burden on departments for capturing required demographic data and reduce time of compiling data for audit purposes.

B. Increasing focus on outcomes

- Utilize comprehensive recruitment strategies to attract qualified applicants to work at Stony Brook University.
- Increase Stony Brook's visibility and reputation as an employer of choice.
- Create new and enhance existing community relationships, especially in untapped diverse communities.
- Better utilize existing applicant pools and begin sourcing of qualified applicants and finalists.
- Enhance Stony Brook University's required good faith efforts to achieve diversity through its Equal Employment and Affirmative Action Programs.
- Communicate with hiring managers in a collaborative manner, to assist, educate, and inform.
- Conduct ongoing and timely analyses of staffing for compliance needs and goal attainment.
- Regularly communicate information and statistics on goals progress and effective good faith efforts throughout the organization.

C. Ensuring greater accountability

- Continue to communicate the message that diversity is a priority within the University's mission – *“to fulfill these objectives while celebrating diversity and positioning the University in the global community.”*
- Expect each opportunity to hire to positively demonstrate good faith efforts to attract diverse applicants.
- Explore options for implementing new performance measures in performance programs and evaluations.
- Provide data and feedback to enhance cabinet level accountability presentations to have greater impact and positive change.

- Ensure that best practices related to Equal Employment Opportunity, Affirmative Action and Diversity are implemented consistently for all levels and areas of the University.

Recommendations

A. Centralize Expertise:

- Utilize Human Resources and the Office of Diversity and Affirmative Action to provide assistance and guidance throughout the recruitment process by:
 - Creating and enhancing reference materials related to recruitment and employment.
 - Providing assistance and resources in writing positions for example:
 - i. Ensuring that job standards are available electronically.
 - ii. Providing access to Campus Job Opportunity database.
 - Developing additional recruitment aids for those conducting hiring for example:
 - i. Create a model search timeline with milestones – (perfect search best practices).
 - ii. Provide sample recruitment plans for specific titles.
 - iii. Provide templates for standard screening devices.
 - iv. Assist in development of effective interview questions and strategies for successful interviews.
 - v. Provide qualified referrals from job fairs and other outreach sources.
- Develop University-wide, comprehensive recruitment strategy for general EEO outreach and diversity:
 - Ongoing evaluation of effective sources and determining future strategies.
 - Involvement of hiring departments in Job Fairs and other outreach mechanisms.
- Create and enhance training and educational programs:
 - Provide mandatory training in Recruitment, Selection, AA/EEO laws, and Diversity.

B. Introduce Electronic System:

- Access relevant demographic data and utilize data effectively to help departments more effectively manage recruitment.
 - Provide mechanism for evaluating success in recruitment strategies and goal attainment.
 - Reduce time to compile data for management reports.
- Develop and disseminate Annual Affirmative Action Program (AAP) to help area develop attainable and meaningful goals.
- Ensure that goals and areas of under-representation are actively distributed and explained to all hiring managers and supervisors.
- Evaluate success of various outreach initiatives by utilizing timely applicant pool data.
- Advantages of Electronic System:
 - Reduction in search time – Syracuse example: 16 weeks to 5.2 weeks.
 - Systematic screening of applicants to ensure meeting minimum qualifications.

- Paperless process and electronic routing.
- Hiring managers have access to search materials and applicant pools 24 hours a day, 7 days a week.
- Transparent process – all application data and materials stored centrally with remote access.
- Improved communications with applicants, electronic acknowledgement letters and correspondence with candidates.
- Continuous candidate sourcing and referrals.
- Eliminate need for search documentation – no paper SUSB 68 form.
- Diversity and affirmative action efforts are evaluated in an ongoing manner.
- Provide reports on a more frequent basis.
- Better manage advertising expenses.
- Explore ability to generate rolling job postings.

Recommended Resources

Startup costs:			
Applicant tracking system	<i>Implementation fee– year 1</i>		\$8,000
	Subtotal:		\$8,000

Proposed Annual budget:			
Applicant Tracking system	<i>Applicant Tracking Annual License fee</i>		\$42,000
	<i>Position Development Annual License fee</i>		\$21,000
	Subtotal:		\$63,000
Personnel	<i>Human Resource Services</i>	1.0 FTE – recruitment	\$45,000
	<i>Office of Diversity and Affirmative Action</i>	3.0 FTE – EEO, Affirmative Action and recruitment	\$135,000
	Subtotal:		\$180,000
Recruitment Strategy	<i>Central budget for advertising and outreach efforts</i>		\$30,000
	Subtotal:		\$30,000
GRAND TOTAL:			\$273,000

Proposed budget – Hospital:			
Personnel	<i>University Hospital Human Resources</i>	2.0 FTE – recruitment	\$90,000
	Subtotal:		\$90,000
Computer Equipment	<i>Computers (HR & Nurse Recruiting)</i>	4 – to be used by applicants	\$7,200
		2 - networked printers	\$1,000
	Subtotal:		\$8,200
GRAND TOTAL:			\$98,200